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SENIOR ORGANIZATION AND METHODS EXAMINER

GS-303-14

I. STATEMENT OF DUTIES AND RESPONSIBILITIES

a. Introduction

This position is that of the senior organization and methods examiners in each of the four program areas of the Management Staff. The four program areas are as follows: (1) Deputy Director (Administration); (2) Deputy Director (Plans); (3) Deputy Director (Intelligence); and (4) Office of Personnel, Office of Training, and Office of Communications.

b. Duties and Responsibilities

- (1) The incumbent is responsible under the general supervision of the Assistant Management Officer (or in his absence, the Associate Assistant Management Officer) for the projects in the area, which are the most difficult, complex, or important in terms of the whole management program for the area; e.g. those projects projecting across all components of the area, between important components such as senior staffs and major operating components, or between headquarters and field components. These major projects, in addition to being of maximum scope within the area, cover any of the major management functional fields, such as manpower utilization and systems; procedures, methods, and systems; organization, functions responsibilities, authorities, policies, and clarification of relationships; work loads, work measurement, and staffing requirements; work simplification; and examination of programs and budgets as developed by operating officials for evidence of need for economy of operation, overlapping and duplication of functions, or other management implications. Other projects for which the incumbent is responsible are those which, while limited to one major component of the area, encompass all or most of the management functional fields cited in the preceding sentence. Ordinarily the broad scope of these projects will require the assignment of assistants unless such is prevented by the extreme sensitivity of the project.
- (2) The incumbent assists the Assistant Management Officer in developing programs and plans for the improvement of overall management in the area, and develops and recommends adjunct programs and projects to complement and supplement the overall program.
- (3) Acts as leader of other O and M examiners and other personnel assigned to his task group, such as those from administrative or operating components, and J. O. T.'s, in conducting broad surveys and studies; and furnishes them policy guidance, counsel, supervision, and training.

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- (4) Reviews reports prepared by subordinates for adherence to established management principles and techniques and for attainment of objectives set by the Assistant Management Officer.
- (5) As required, personally handles without assistants, certain complex and sensitive projects.
- (6) Keeps informed of current and proposed activities and programs of a substantive nature through personal contact and review of regulations, notices, instructions, etc. to determine their probable impact on the management program and to recommend establishment of projects or changes in program emphasis.
- (7) Provides advice and assistance to officials of the area on general and specific problems and the management implications of proposed substantive programs.

II. SUPERVISION

- a. Supervision is received by the incumbent from the Assistant Management Officer in the form of objectives to be accomplished, and accomplishments are reviewed for conformance to agency and staff policy and attainment of the objective through sound conclusions and recommendations. The incumbent exercises a high degree of independence and considerable freedom in determining the methods for attaining objectives and carrying out assignments; and the need for consultation with the Assistant Management Officer for counsel and policy guidance, while conducting a survey or study, is left to the discretion of the incumbent, unless specifically instructed otherwise.
- b. Several Organization and Methods Examiners and other personnel assigned to a project are under the supervision of the incumbent.

III. QUALIFICATION REQUIREMENTS

a. Knowledges

The incumbent must have in addition to specialized knowledge of O&M techniques, a knowledge of management principles for application to complex, operating situations involved in the more difficult studies and surveys. A working knowledge of economics, accounting, statistics, budgeting, personnel administration, logistics, and training is required. A knowledge of governmental processes, both civilian and military, as well as intelligence methods and processes, is desirable. In the absence of such knowledge, the incumbent should be able to rapidly acquire such knowledge, either in the course of his assignments or in formalized training offered by the Agency. Due to the fact that centralized intelligence and clandestine operations are relatively new and only partially documented, and because strict compartmentation is observed,

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it is necessary for the incumbent to acquire a larger personal knowledge of substantive operations for use in carrying out projects than is ordinarily required in similar type positions.

b. Skills

While operating skill is not essential, a working knowledge of the operation and capabilities of office type machines and systems is required in order to give general advice and assistance (as distinguished from the specialized assistance of the Business Machines Officer) as to their need, production, and utilization.

c. Abilities

Special writing ability is necessary for preparation of clear, succinct reports resulting from surveys and studies. It is very important that the incumbent be able to contact high officials, both administrative and operating, in the area and to maintain smooth and effective relationships. Outstanding ability is required in securing concurrences of high officials and resolving conflicts in concepts and opinions of operating personnel. Ability to lead not only C & M Examiners but other personnel, with diverse backgrounds in administration and operations, assigned to projects is highly essential.

d. Work experience and education

Experience at a high level, requiring the execution of complex, management studies and surveys, including the supervision of subordinates is essential. Ten to twelve years of progressively responsible experience in a field closely related to organization and methods examining in either government or private enterprise is necessary. Successful completion of study at an accredited college or university in Public Administration, Business Administration, Industrial Management, or similar fields may be substituted for experience.

e. Physical requirements

No unusual ones attached to this position.

f. Personal characteristics

Incumbent must have sound judgment, common sense, tact, resourcefulness, perseverance, and forcefulness, and be practical and cooperative.

g. Special qualifications

Not applicable.

IV. SCOPE AND EFFECT

The effectiveness with which the incumbent and his subordinates carry out assigned projects, the soundness of advice given officials on management problems, and the assistance given to the Assistant Management Officer in formulating plans and programs and establishing projects, affect the structure of the agency's organization; the distribution of functions; the lines of authority; the policies, staffing, procedures, practices, equipment, methods, and forms employed; which in turn have an impact upon the agency's operations and substantive programs. The scope of the incumbent's work encompasses all aspects of management as related to the organizational components, functions, and programs of the area. Proper performance of his duties and those of his subordinates assigned to his projects means more effective utilization of manpower in the program area and economies in time and money, with resultant increase in effectiveness of the substantive activities and programs of the area; conversely, mistakes and errors in judgment would result in inefficiency within the area, the unnecessary expenditures of funds, and delay or ineffectiveness of operations.

V. MENTAL DEMANDS

- a. The wide latitude afforded the incumbent in determining the methods and techniques for obtaining objectives of surveys and studies requires that he must exercise a high degree of ingenuity, resourcefulness, and originality. The fluctuations in the substantive and support functions of the agency, the continuing expansion of new programs, the rapid changes in program emphasis, the lack of precedence, the clandestine nature of many of the activities, the compartmentation of substantive knowledge, the rigid security restrictions, and the world-wide nature of operations, make mental demands on the incumbent far beyond those normally found in similar positions in other government agencies or private firms.
- b. A high degree of mental concentration is required because of the multiplicity and diversity of the problems and the urgent need for their expeditious solution, plus the fact that projects must be carried out in the physical area of the management problem under adverse conditions in many cases.
- c. The lack of precedence in a new organization, the necessity in many cases for immediate decisions, and the physical dispersion of organizational components, requires the incumbent to exercise individual initiative in taking independent action. The necessity for quick decisive action to meet rapidly changing conditions calls for adaptation of standardized techniques and the origination of new techniques to provide practical solutions to pressing problems with a minimum of compromise with management theory.

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- d. The incumbent is required to evaluate situations rapidly and accurately, develop logical conclusions, and make sound, practical recommendations to the Assistant Management Officer, or if unavailable, take necessary action. Stringent deadlines, crash assignments, and difficult personalities generate tension and pressure under which the incumbent must constantly work.

VI. PERSONAL WORK CONTACTS

Contacts are made with high administrative and operating officials for the purpose of providing assistance and advice on general and specific management problems, developing and stimulating the management improvement program, obtaining concurrences, reconciling differences of concepts and opinions, initiating studies and surveys, determining shifts in substantive programs and activities and their impact on management activities, following up on recommendations made for improvements and assisting in their implementation.

Contacts are usually personal or in the form of a conference of appropriate officials. Special problems arise because compartmentation restricts many officials to a narrow knowledge of agency problems and because security restrictions and the need-to-know principle is frequently difficult in its application. The incumbent is authorized to represent and speak for the Assistant Management Officer within established policies and on assigned projects.

VII. SPECIAL CONSIDERATIONS

Career service and rotation requires that the incumbent be familiar with a wide variety of administrative functions. Flexibility of the highest order is required to be able to take over partially completed projects and assignments of the Associate Assistant Management Officer or others when exigencies arise requiring rapid changes in work assignments.

VIII. POSITION PROGRESSION

The line of progression upward is from O & M Examiner to Senior O & M Examiner, to Assistant Management Officer (or Associate), and laterally to other program areas or administrative positions.

IX. DISTINGUISHING FEATURES

A distinguishing feature from the other O & M Examiners in the area is the fact that as Senior O & M Examiner, the incumbent is given the most difficult, complex, and important assignments, projecting across all components of the area or between the more important components. These assignments most frequently require supervision of other examiners. The incumbent is under the supervision of the Assistant Management Officer but never under other examiners. Ordinarily, other examiners are not expected to develop and recommend adjunct programs and projects as a regular duty.